



DEPARTMENT OF THE ARMY
HQ 9th Battalion (CGSC) / 100th Division (IT)
83rd Infantry Division Memorial USAR Center
165 N. Yearling Road
Columbus, Ohio 43213-3218

AFRC-TWI-ZA

5 April 2006

MEMORANDUM FOR: Command and General Staff Officer Course (CGSOC) Students

SUBJECT: Student Information in Preparation for Active Duty Phases of ILE

1. **Purpose.** The purpose of this letter is to provide potential students, and their units, information about active duty phases of CCGSC ILE to be held at Ft. Dix, New Jersey. Class dates for the Region D teaching of CGSC ILE at Fort Dix are 30 July thru 12 August 2006. Please complete all required tasks prior to the report date.
2. **Air Transportation.** If you fly, you should use Philadelphia International Airport. You may check with "Rapid Rover" at the airport for commercial transportation to Ft. Dix. Please have a copy of your orders readily available for the driver. If you do not have a copy of your orders the cost of shuttle transportation to Ft Dix will be approximately \$20.
3. **Correspondence Option via previous enrollment:** If you have enrolled in the correspondence phase of Phase 1 or Phase 3, you must coordinate with the School of Advanced distributed Learning (SAdL) Ft Leavenworth for removal of your correspondence enrollment status and approval to attend the school battalion option at Ft Dix. If you have registered in correspondence and fail to have this removed from your record, you may be sent home from Ft Dix.
4. **Phase 1 ILE registration/eligibility** To be eligible for the Phase 1 ILE CGSC you must meet the following requirements:
 - a. Have fewer than 18 years commissioned service. Hold the rank of major or have been selected for promotion to major as verified through a Human Resources Command selection list.
 - b. Meet height/weight and APFT standards.
 - c. Have completed the new Captain's Career course or the old OAC in combination with CAS3 or the abbreviated CAS3 CAX course.
 - d. **Have sent both the CGSC Form 59-R and CGSC Form 11 to Ms. Becky Rogan, Region D Education Specialist at SAdL, Ft Leavenworth, fax: 913-758-3402 or scan to roganb@leavenworth.army.mil, at least 30 days prior to your arrival for the Active Duty Phase 1.** (If your ATRRS application is currently pending or in "Wait" status, you should still complete and forward the forms so that you will be set up in the database.) **Bring both forms to in-processing.**
 - e. **Phase 1 ILE students should also have or expect to purchase the following texts prior to the beginning of the course:**

- “We Were Soldier’s Once and Young” by Harold G. Moore.
- “Military Innovation in the Interwar Period: by Williamson R. Murray.
- “The Cambridge Illustrated History of Warfare” by Geoffrey Parker.
- “Counterinsurgency Warfare: Theory and Practice” by David Galula

These books are available via the Leavenworth Book Store or various commercial booksellers including Amazon.com or Barnes and Noble.com which can be accessed via the internet. They may also be purchased through the Ft Dix Clothing Sales Store upon your arrival. Initial homework assignments, supplemental readings and materials will be issued via the Internet on the new Ft Leavenworth “Blackboard” website at: <https://courses.leavenworth.army.mil>. You will be granted access to “Blackboard” when you have submitted the NRS 59R enrollment form and NRS Form 11 Ethics Statement.

New Phase 1 students will receive additional course materials at Ft Dix. Please leave room in your luggage for about 20 pounds of books and materials that you will carry home with you to be used for subsequent CGSC ILE phases.

5. **Phase 3 /eligibility** To be eligible for the Phase 3 ILE CGSC you must have successfully completed all requirements for Phase 2, to include C920 Phase III students should study lessons C402, C431, and C433 for Day One. Phase 3 students must bring all Phase 3 course materials previously issued. You refer to many of these materials during your Phase 3 class and will be required to turn in these manuals at the end of Phase 3 – particularly any FM’s that have been issued to you.

6. **Arrival and In processing:** In-processing will take place at Ft. Dix Building # 5406 on Sunday 30 July. The time for in-processing is from 1300-1800 hours. Students coming from long distances whose Sunday flights might cause late arrival are encouraged to travel on the Saturday prior and stay overnight at an area hotel to insure that they do not get locked out of the course. Soldiers flying in to Philadelphia on Saturday may want to stay in the Philadelphia area and take the shuttle out to Ft Dix on Sunday. Students who arrive late may be refused enrollment, at the school’s discretion. Circumstances related to late arrivals will be reviewed by the Dean of Students and the Commander on a case-by-case basis and a decision will be made as to whether the late student remains enrolled.

7. **Student Mail.** Mail will be distributed through class mailboxes. The address at Ft. Dix is:

Rank Name
9th BN (CGSC)/100th DIV (IT) (Student Phase ____)
USARC University, Building 5506
Ft. Dix, NJ 08640-5201

8. **Phone Numbers.**

- a. BN Headquarters at Ft. Dix, NJ: (609) 562-5054/5055/3183
- b. Site Support Staff (609) 562-5048
- b. DoD Police at Ft. Dix, NJ: (609) 562-6001

9. **General Information.** The active duty periods of CGSOC are demanding. Adherence to fundamental school battalion guidance is paramount to successful completion of this training. The following information is uniform across all students who will be reporting and taking part in the active duty phases with us at Ft Dix.

- a. Report Date: 30 July 2006
- b. Report Time: 1300-1800 hours;
- c. Report To: Fort Dix Building # 5406
- d. Report Uniform: PT Uniform or comparable civilian attire
- e. Release Date: 12 Aug
- f. Release Time: Approximately 0700, but subject to completion of out-processing.
- g. Uniform for Training: BDU or ACU
- h. Rations: Government rations will be provided at an approximate cost of \$7 per day. Absolutely no statements of non-availability will be issued for rations.
- i. Weigh-In: You will be weighed and taped (if necessary). If you are not in compliance with AR 600-9, you will be returned to your unit.
- j. APFT: **Students who do not provide a valid APFT score card or an appropriate military profile at inprocessing will be required to take an APFT administered by the school on the first Tuesday morning of the training cycle. A valid APFT is defined as one that has been passed by the student within 6 months prior to the start date of the class for AC and USAR, 1 year for ARNG, or a valid military medical profile (DA Form 3349) issued by appropriate military medical authority and be effective throughout the dates of instruction. (This is required to be excused from having a valid APFT (No civilian doctors' notes will be accepted.))**

10. **Quarters** : Government quarters will be provided at no cost to the student. CGSC students will reside in newly remodeled, air-conditioned quarters. These billets are located approximately a quarter of a mile from the classrooms and dining facility. Rooms are furnished with wash basins, beds, lockers and desks. There are community latrines and laundry facilities. Room assignments are made by the school according to class section during in-processing. You do not need to call in advance to make a reservation. **We do not honor special requests for roommates or classmates.** Students are expected to stay in the quarters that the school assigns for the duration of the course. No statements of non-availability will be issued for quarters.

11. **Phone and Internet Access**: There is limited phone and Internet access in the classroom buildings. Students may not use the office phones or office computers to conduct their personal or their Army business.

12. **Supplies**. The School Supply Section is not available to students. You must bring your own school supplies and personal hygiene items. A list of such supplies may include:

- a. Laptop Computer- It is strongly recommended that you bring a laptop for individual and group homework assignments. Many reference materials are CD based.
- b. Hand-held calculator;
- c. Paper, pens, pencils, computer disks, (including a jump drive size 512 Megabyte or higher)

- notebooks, etc;
- d. Locks for lockers;
- e. Alarm clock;
- f. Military ID
- g. Personal clothing and toiletries, including towels and wash cloths.

13. **Out-Processing.** Out-processing will take place at Ft. Dix on Saturday morning 12 August from 0530 hours until completion. Do not schedule any return flight before 1000 hours on the final Saturday of the course. Exceptions to this policy must be submitted to the Dean of Students and the School Battalion Commander for approval and will only be granted for emergency situations. Emergencies are defined as grave illness, death etc.

14. **Orders and in-processing:** You must bring three copies of your orders for in-processing. Have enough copies in hand to give to the school when you arrive. Don't expect to be able to get copies made during in-processing. There is too much chaos. You should have a legibly completed student data sheet (see enclosure) in hand when reporting for in-processing. In addition, Phase 1 ILE students should have a copy of the CGSC Form 59-R and the CGSC ethics statement sent to SAdL. **Do not come to Ft Dix without orders. If you report without orders, you will be sent home. The school does not issue or influence issue of orders. Do not contact the school to ask about your orders.** Orders are issued through your chain of command. Reservists may contact Human Resources Command at St Louis about Orders PH: 800-325-4988. National Guard soldiers receive orders through the State POTO. Active Component Soldiers and soldiers on Active duty receive a permissive TDY order from their chains-of-command.

15. **EXCEPTIONS:** Do not contact the school to request exceptions to the above policies especially as regards report and release times. If the dates and requirements of this course, as outlined above, are inconvenient for you, then we encourage you to disenroll and re-enroll in another iteration that is more convenient or to take the course via correspondence.

16. **POC's and Additional Info:** The 9th Battalion is looking forward to hosting you during your respective phase of instruction. The POC this headquarters is SFC Ted Simons at (614) 693-9508, fax (614) 692-1025, or e-mail ted.simons@us.army.mil. The POC at Ft. Leavenworth is Ms. Becky Rogan, Region D Education Specialist, at (913) 758-3390, Fax: 913-758-3402 or e-mail roganb@leavenworth.army.mil. Additional information regarding the CGSOC is available at the Command and General Staff College (CGSC) SAdL homepage <https://cgsc2.leavenworth.army.mil/nrs/>. Additional information regarding Ft. Dix is also available at the Ft. Dix home page http://www.dix.army.mil/Directorate_Plans_Training_Mobilization/TMD/CGSC/soldierinfo.htm

ROBERT C. STEVENS
LTC, AR
Commanding

PHASE 1 DAY ONE HOMEWORK

HOMEWORK REQUIREMENTS FOR C111 (Phase 1 – Day 1)

Read:

Reading C111RA, Extract from *Mapping the Global Future* [9 pages].

Reading C111RB, Extract from FM 7-100, *Opposing Force Doctrinal Framework and Strategy* [13 pages].

Reading C111RC, “The Changing Face of War: Into the Fourth Generation” [7 pages].

Reading C111RE, “The Coming Anarchy” [22 pages].

Reading C111RF, “The Clash of Civilizations?” [16 pages].

Reading C111RG, “National Strategies and Capabilities for a Changing World: Globalization and National Security” [15 pages].

Reading C111RH, “Does Culture Matter? The Military Utility of Understanding Adversary Culture” [9 pages].

Scan:

Reading C111RD, “Chapter Four. Countering the New Terrorism: Implications for Strategy” [37 pages]

Reading C111RI, “Chapter 2. The Foundation of the New Terrorism” [23 pages].

Come to class prepared to discuss the following questions:

- i. What international conflicts dominate the world today?
- ii. What common denominators surround these issues or conflicts?
- iii. How would you characterize the environment in which US forces may be required to operate in the next 5 years?
- iv. How will the operational environment change the nature of the conflicts in which you may be involved?
- v. How will our Armed Forces for the future be changed based on the COE?
- vi. What are the similarities and differences among the foundational International Security Environment (ISE) theorists Kaplan, Huntington, and Friedman?
- vii. What would each foundational theorist define as the greatest threat, challenge, and opportunity in the ISE?
- viii. What situations in the world may lead to US military involvement, war, or Military Operations Other Than War (MOOTW) in the next 5 years?
- ix. When should the Government employ the US military?
- x. What are some of the issues that add to the complexity of MOOTW?
- xi. From the strategic perspective, what is the difference between war and MOOTW?

HOMEWORK REQUIREMENTS FOR C121 (Phase 1 – Day 1)

Read:

Reading C121RA, “Chapter Three. A Bunch of Marks” [5 pages].

Reading C121RB, Excerpt from ST 22–2, Writing and Speaking Skills for Leaders at the Organizational Level [15 pages].

FM 3-0, Operations, paragraphs 1-25 through 1-29 and 4-109 through 4-114 [4 pages].

FM 22-100, Army Leadership, paragraphs 4-18 through 4-42 [5 pages].

Scan:

Reading C121RC, “Takedown: Targets, Tools, and Technocracy” [14 pages].

Reading C121RD, CGSC Forms 1009 [8 pages].

Reading C121RE, Fallacy Homework Sign-Up Sheet [1 page].

HOMEWORK REQUIREMENTS FOR C131 (Phase 1 – Day 1)

Read

FM 22-100, *Army Leadership*, paragraphs 6-40 and 6-41 [1 page].

Reading C131RA, “21st Century Leadership Competencies” [5 pages].

Reading C131RB, “Speaking Plainly” [2 pages].

Reading C131RC, Excerpt from *Grow Your Own Leaders* [6 pages].

Reading C131RD, “Coaching, Teaching, Mentoring, Counseling: Turning Buzzwords into a Process” [3 pages].

Scan:

Reading C131RE, *The Army Training and Leader Development Panel Officer Study Report to the Army*, 2001 [25 pages].

C111 ESSAY INSTRUCTIONS (Phase 1 – Day 1)

1. This essay focuses on your ability to analyze the impact of threats, challenges and opportunities in the International Security Environment (see TLO 1.2).
2. This is an open-book essay requirement, however all work must be your own. You are not allowed to compare your essay in either draft or final form with any other student.
3. Your essay will be typewritten and double-spaced and should not exceed 2 total pages. Use Times New Roman font, type size 11, and margins of one-inch. A sample outline is on the back of this page.
4. You may use any written or video reference materials you deem necessary to help you write the essay; however, your work must be your own. It is not required to use additional material beyond the reading materials for C111.
5. This essay counts as 25 percent of the overall C110 Module grade.
6. Ensure that you put your student number on each page of your essay and, if required by the instructor, your name.

ESSAY QUESTION

Based on C111 readings and using one of the International Security Environment theorists (Kaplan, Friedman, or Huntington) write an argumentative essay that answers the question:

How does {Kaplan's, Friedman's, or Huntington's} theory impact or predict my future military service?

Use the argumentative essay format to convince your audience that your analysis is valid.

7. Finally, to complete the requirement for this essay you must provide your instructor with two items:
- A. Your completed essay.
 - B. An outline of your paper in the format shown below.

Sample Argumentative Essay Outline Format

I. Introduction

- A. Attention grabber, e.g., quote, stories, vignette, etc.
- B. Controlling Idea (Thesis): "In light of Samuel Huntington's theory of clashing civilizations my career will be changing because...(reasons/supporting ideas)"

II. Body (organization of paper and criteria for evaluation of the thesis statement)

A. Supporting Idea (Reason 1)

- Evidence
- More evidence
- More evidence

B. Supporting Idea (Reason 2)

- Evidence
- More evidence
- More evidence

C. Supporting Idea (Reason 3)

- Evidence
- More evidence
- More evidence

III. Conclusion

- A. Restate thesis and show how you proved it
- B. Concluding statement

Additional guidance and insights on the preparation of an argumentative essay are contained in USACGSC Student Text 22-2, *Writing and Speaking Skills for Leaders at the Organizational Level*, particularly in Chapter 2 and

Appendix M. This Student Text is available via the Internet under the “Resources” listed on the Development and Assessment Division web page:
<https://cgsc2.leavenworth.army.mil/dao/dad/resources/index.asp>.

PHASE 3 DAY ONE HOMEWORK

HOMEWORK ASSIGNMENT FOR C402 (Phase 3 - Day 1)

Read:

Reading L116RA, Roetzel, Robert. “Toward the Army’s Ethical System.” Fort Leavenworth, KS: US Army Command and General Staff College (USACGSC), 2001.

US, Department of the Army. FM 22-100, Army Leadership. Washington, DC: Government Printing Office, 31 August 1999, 4-8–4-9.

Individual Professional Development

Thiroux, Jacques P. Ethics, Theory, and Practice. Upper Saddle River, NJ: Prentice-Hall, Inc., 1990. There are multiple copies available at the CARL.

Complete an analysis and answer the questions to all five case studies in the Tactical Readings Book C402RA before the start of class.

HOMEWORK ASSIGNMENT FOR C431 (Phase 3 - Day 1)

Read:

US, Department of the Army. FM 3-0, Operations. Washington, DC: Government Printing Office, June 2001. Chapter 1, “The Army and the Role of Land Power” and Chapter 4, “Fundamentals of Full Spectrum Operations.”

US, Department of the Army. FM 3-90, Tactics. Washington, DC: Government Printing Office, July 2001. Chapter 1, “The Art of Tactics” and Chapter 2, “Common Tactical Concepts and Graphic Control Measures.”

US, Department of the Air Force. *AFDD 2-1.3, Counterland*. Washington, DC: Government Printing Office, 27 August 1999. Chapter 2, “Air Interdiction” and Chapter 3, “Close Air Support.” Online at http://www.dtic.mil/doctrine/jel/service_pubs/afd2_1_3.pdf

CSA Objective Force White Paper. Online at <http://www.army.mil/features/WhitePaper/ObjectiveForceWhitePaper.pdf>

Be prepared to answer the following questions:

1. Define the nine principles of war?
2. Define the Army tenets of initiative, synchronization, and agility.
3. Describe the key elements of each of the five forms of maneuver. Be able to draw a simple sketch of each.
4. Describe the three elements that comprise battlefield organization.
5. Describe the key characteristics of the four types of tactical offensive and three basic types of defensive operations.

6. List the ten types of stability operations and two types of support operations.
7. Describe the three interrelated aspects of the art of tactics.
8. Describe the following objective force concepts (CSA White Paper: Concept for the Objective Force):
 - See first.
 - Understand first.
 - Act first.
 - Finish decisively.

HOMEWORK ASSIGNMENT FOR C433 (Phase 3 - Day 1)

Read

Reading C433RA, Kitson, Frank. *Low Intensity Operations*. Harrisburg, PA: Stackpole, 1971, 95–135.
US Department of the Army. *FM 34-3, Intelligence Analysis (Initial Draft)*. Fort Huachuca, AZ: US Army Intelligence Center, January 2000. Chapters 4-5
Reading C433RB, TRADOC, DCSINT, *White Paper: Capturing the Operational Environment*.

Scan

US Department of the Army. *FM 34-130, Intelligence Preparation of the Battlefield, Headquarters*. Washington, DC: Government Printing Office, 8 July 1994. Appendix B.

Be prepared to discuss the following questions in class

1. What does General Kitson say about analyzing the enemy when there are no doctrinal templates from which to start?
2. What are General Kitson's views on the commander's expectations and responsibilities regarding intelligence about the enemy from higher headquarters sources?
3. Does Kitson's description of the development of information into targetable intelligence about an enemy in low intensity operations support or conflict with fundamentals applied across the full spectrum of operations?
4. How do you analyze an enemy that has no, or is not following, previously published doctrinal templates?
5. How do you analyze how the enemy will adapt to the effects of the US Army higher headquarters?
6. How does the US Army recognize when and how the enemy is adapting to its tactics and techniques?